This Is Us
&
I Mean All Of Us

Ways That We Attract & Retain The Best Employees

Mary-Frances Klimek
Racine Wastewater Utility
Janesville, Racine, Green Bay
Kenosha
Waukesha
Racine
Fond du Lac
Kenosha
Green Bay
Waukesha
Racine
Green Bay
Waukesha
Racine
Fond du Lac
Kenosha
Green Bay
Racine
Madison
Kenosha
Waukesha
Racine
Kenosha
Green Bay
Thank You To Everyone!

This Was a Group Effort
Mirror, Mirror On The Wall
Driving The Future Of Healthy Waters

- Utilities
- Engineering Consultants
- Manufacturers’ Representatives
- Regulators

Where We Are & How We Can Get Where We Need To Be

I Hope You Enjoy the Presentation
We Are Balancing On The Edge
Many of the same issues are present
It follows that some of the same solutions are available
We need to grasp the problem and solutions to make them work for each of our unique situations
Commonality
In Solutions

Happens If You Remember To Be Flexible
Define The Issues

Hiring For Open Positions Is Difficult

The Day is Gone Where We Have an Employee That Stays Here Forever

Or is it?
Think About Recruitment Early

- Give Tours
Think About Recruitment Early

- Set-up a Booth at Community Events
Think About Recruitment Early

- Make Sure To Have The Right People “Working”
Hire For The Right Position

• Advertise in the Right Places
• Recognize That Your Position is Unique
• Job Descriptions
  • Main Tasks
  • Skills, Abilities & Required Characteristics
Hire For The Right Position

- Train For The Position
  - Operator in Training
    - Length
    - Pay
    - Benefits
- Know Your Candidates Needs
  - Can’t Always Be Met
  - Training For Industry
Interview Right

• Include The Right People
  • Front-Line Supervisors Front In The Process

• Prepare Questions
  • Look To Top Performers For Inspiration
  • Behavioral Questions
  • Situational Questions
Interview Right

- Reduce Stress
  - Topics For Discussion
  - Time & Place
- Consider Culture
- Sell The Position
Hire The Right Person From The Start

- Team Player
- Good Communicator
- They Collaborate
- Have a Take Charge Attitude
- Think Like a Manager
- Think About Results
- Don’t Compare Themselves to Others
- On Time
- Detail Oriented
- Follow Trends
- Listen to Feedback
- Avoid Gossip
Hire The Right Person From The Start

- Know What is Priority
- Want to Learn
- Participate in Events
- Comfortable With Some Pressure
- Want Leadership Opportunities
- Ask For Help
- Adaptable
- Honest
- Optimistic
- Humble
- Tech-Savvy
Now Choose The Best

- Affect The Person You Hire
- Affect Their Family
- Affect Those You Don’t Hire
- Affect All Of Your Current Employees
- Affect Yourself

- So There’s No Pressure
You’ve Chosen The Best

The Day is Gone Where Employees Stay Forever

The Day is Gone Where MOST Employees Stay Forever

The Day is HERE Where the BEST Employees Stay Forever

Isn’t this what we want, anyway?
You’ve Hired The Best & You Want Them To Stay Forever

- Smart On-Boarding Process
- Checklist
- Provide Policy Manual
- Teach Them About the Culture
You’ve Hired The Best & You Want Them to Stay Forever

- Communicate
- What Are You Able to Provide
- Take Time to be Available
You’ve Hired The Best & You Want Them to Stay Forever

• Set Small Goals
• Be Upfront
• Responsibility
• Respect
You’ve Hired The Best & You Want Them to Stay Forever

- Give Regular Feedback About Performance
- Celebrate Success
- Verbal
- Written
- Celebration
Concern For Work-Life Balance

- Shift Work
- On-Call & Stand-By Requirements
- Overtime
- Flexible Schedules
Mentoring

- Mentoring New / Junior Staff
- Difference Between the Two
- Connection is Authentic
- Transfer of Job Knowledge
- Sharing of What’s New Or Different
- Goes Both Ways
Educate, Educate,...

- Workshops
- Loss Control & Safety
- Leadership Training
- NACWA Programs
- Time Spent With Current Leaders
Help Employees Stay Sharp & Feel Challenged

• Allow Time For Employees to “Train” One Another
• Opportunities For Employees to “Prove” Their Ability to Themselves
• Ask Employees to Participate in Development
• Goal Setting
• Classes
• Conferences
• Departmental Meetings
Avoid Dissatisfaction

- Boredom or Lack of Challenging Work
- Limited Opportunities
- Lack of Appreciation
- Ineffective Co-Workers
- Lack of Leadership
- Unreasonable Workload
Acceptance of Feedback

- Remain Open-minded
- Ask Employees What They Want
- Avoid Defensiveness
- Pay Attention To Non-Verbals
- Own Your Mistakes
Employee Retention Plan

• Employees Are Your Most Valuable Asset
  • High Turnover Costs Time and Money

• You Need to be Flexible
  • Your Way or the Highway Leads to Busy Highways
  • Being Right Doesn’t Help You in the Long-term
If You Meet All Expectations
If You Meet All Expectations
Thank You For Your Time!

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